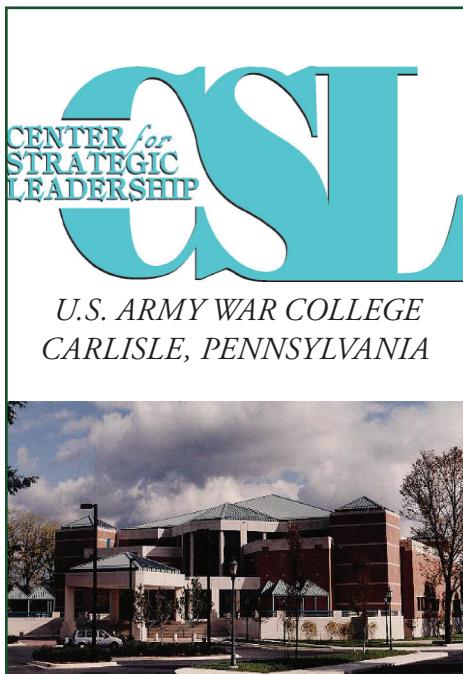


THE COLLINS CENTER UPDATE

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NINTH STRATEGIC CRISIS EXERCISE

By Col Mark Van Drie
U.S. Army War College Support Branch Department

The U.S. Army War College's ninth Strategic Crisis Exercise (SCE) concluded on 28 March 2003. SCE is the capstone exercise of the U.S. Army War College curriculum. It involves all 340 students, most of the faculty, and numerous outside experts and distinguished visitors.

In SCE, students apply the knowledge gained during the first seven months of the resident course in an experiential exercise where they role-play policy makers in a world in crisis. It is the most complex, realistic strategic exercise in the world. SCE is dynamic and changes to reflect current national security issues as reflected in the twenty-two scenarios that drive student actions.

The exercise is set in the year 2013; the Army is well into its transformation process, with six Stryker Brigade Combat Teams and three Objective Force Brigades available. A National Missile Defense capability has been deployed. Projected force structures for the Air Force, Navy, Coast Guard, and Marines in 2013 are available for employment. The National Guard and reserve components from every service are also replicated.

The Service Chiefs and the Regional Combatant Commanders, including Northern Command, are student roles. Students also play as senior planners for NATO and the United Nations. At the interagency level, students represent the National Security Council, the National Economics Council, and the Departments of State, Defense, and Homeland Security. Student learning takes place as they deal with numerous crises ranging from major combat operations to lesser contingencies, humanitarian assistance, and terror attacks on the continental United States.

As students execute the military crisis action planning process and conduct interagency policy coordination, they are also required to conduct press conferences relative to their exercise roles, testify to Congress, and negotiate to build coalitions. The scale of the exercise and the requirement to coordinate and communicate all actions with a myriad of national security players provides superb preparation for Army War College students who will soon be expected to operate in the "volatile, uncertain, complex, and ambiguous" world of strategic leadership.

Over forty per cent of the student population served in a strategic leader position at some point during the exercise. Each leader faced the media and interfaced with a Cabinet-level principal, a sitting Congressman, or a distinguished visitor role-playing as a "Special Assistant to the President." All other students acted as staff working at the same level.

The Strategic Crisis Exercise is continually assessed and revised to give the students an up



A student fields questions from the press as part of the SCE experience

to date, rigorous experience. It is the single most important strategic leader development experience at the Army War College for practicing strategic leadership and remains the primary integrative tool for the Army War College's curriculum.

DEPARTMENT OF STATE SENIOR LEADER WORKSHOP

By Colonel Bill Wimbish
Joint and Multinational Initiatives Branch

On 2 February 2003, twenty-two Principal Deputy Assistant Secretaries, Deputy Assistant Secretaries, and key Senior Executives from across the Department, gathered at the United States Army War College's (USAWC) Center for Strategic Leadership to discuss strategic leadership and organizational change. The three-day workshop, cosponsored by the USAWC and the Foreign Service Institute (FSI), was the third in a series of collegial partnership events between the U.S. Army and Department of State.

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The workshop provided participants an opportunity to, first, review and examine current strategic leadership theories and concepts concerning how the Army develops and trains its officer corps for future strategic leadership roles and second, it provided a forum to share and discuss old and new organizational and cultural challenges affecting the State Department and to develop new action plans for the future. The workshop included a Gettysburg battlefield staff ride, five plenary, and two breakout sessions led and facilitated by the faculty of the USAWC's Department of Command, Leadership, and Management (DCLM). Topics included U.S. Army Strategic Leader Development, Professionalism, Organizational Culture, Critical and Creative Thinking, and Managing and Leading Change. Following the plenary sessions, the participants were divided into four facilitated work groups and were tasked to evaluate the effectiveness of the Department in implementing Secretary Powell's leadership initiatives and to develop recommendations on how to improve and facilitate their integration into the work place.

The Workshop participants evaluated progress in five areas:

- Openness, Frankness, and New Ideas
- Creativity and Workforce Retention
- Optimism and Recognition
- Task Delegation and Work Distribution
- Achieving Organizational Goals and Objectives

The workshop provided the participants with a valuable opportunity to review and discuss strategic leadership concepts, issues, and challenges. It also provided an extremely useful forum for the Department of State to share ideas, discuss organizational issues and make recommendations on how to improve the organization in the future. It is now up to the senior leadership to effect necessary changes to achieve the Department's vision in order to effectively meet the nation's foreign policy challenges on tomorrow's strategic landscape. "Change is a journey not an end state."



INSTALLATION MANAGEMENT AGENCY'S STRATEGIC PLANNING CONFERENCE

By LTC Bob Hesse

Joint and Multinational Initiatives Branch

The Collins Center for Strategic Leadership hosted a strategic planning conference for the newly established Installation Management Agency from 22 to 24 January 2003. The purpose of the conference was to provide thirty senior leaders from the Installation Management Agency (IMA) an opportunity to continue the development of an organizational strategic plan that was initiated shortly after the IMA was established on 1 Oct 2002.

IMA MISSION: Provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution, enable the well-being of soldiers, civilians and family members, improve infrastructure, and preserve the environment.

As a field operating agency under the Army's Assistant Chief of Staff for Installation Management (ACSIM), the Installation Management Agency is at the center of an Army initiative to mold installation support functions into a corporate structure, enabling equitable, efficient, and effective management of Army installations worldwide.

The Commandant of the U.S. Army War College, MG Robert R. Ivany, provided opening remarks, emphasizing the importance of strategic planning to vision realization. As in their first conference, participants represented all Army installation equities in the continental United States, the Pacific, Europe, and Korea. Through a series of plenary presentations and breakout groups (facilitated by members from CSL), conference participants developed organizational values, refined their organizational objectives, developed sub-objectives, and discussed metrics or measures of effectiveness.

This two-and-a-half-day strategic planning effort paves the way for all future mission and organizational planning as the Installation Management Agency becomes the lead Department of Defense agency for ensuring that highly effective, state-of-the-art installations worldwide, continue to provide

IMA VISION: The preeminent Department of Defense agency that produces highly effective, state-of-the-art installations worldwide, maximizing support to People, Readiness and Transformation.



Thirty senior leaders from the Installation Management Agency gathered in Collins Hall to conduct strategic planning

exemplary support to "People, Readiness, and Transformation."

IMA GOALS:

- * *Manage installations equitably, effectively, & efficiently*
- * *Enable the well-being of the Army's people*
- * *Provide sound stewardship of resources*
- * *Deliver superior mission support to all organizations*
- * *Develop & sustain an innovative, team-spirited, highly capable, service-orientated work force—vital component of the Army Team*

As a next step, the Installation Management Agency leadership will finalize their measures of effectiveness, develop "action plans," and complete a comprehensive organizational strategy leading to vision realization.

MISSILE DEFENSE ACTIVATION REHEARSAL AND TESTING

by Colonel Dale Eikmeier

Joint and Multinational Issues Branch

Collins Hall hosted the third event of the Missile Defense Agency's (MDA) Missile Defense Activation Rehearsal and Testing (MDART) series of exercises during the week of 27 to 31 January 2003. MDART's primary objective was to "Integrate execution of Ground-Based Midcourse Defense (GMD) test events across organizations, functions, and ranges in preparation for the first interceptor launch (scheduled for third quarter of FY '05) from Kodiak Launch Complex." More simply, MDART was a technical rehearsal and war game to insure synchronization of key players and events leading up to a test launch in FY 05.

Participants included representatives from the MDA, US SPACECOM, Army Space and Missile Defense Command, the state of Alaska, Alaska Command, National Guard Bureau, the U.S. Coast Guard, the U.S. Army Corps of Engineers, the test ranges, and others. The exercise organized participants into teams representing the various sites and functional teams, which focused on the dominating issues, critical events, risk, and actions in their area. Site teams included Colorado Springs, Kodiak Launch Complex, Fort Greely/Eareckson AS, Regan Test Site, and Vandenberg/Beal AFB. Functional teams covered; facilities/construction, transportation/logistics, range safety, communications, environmental, and security/force protection.

The exercise concluded with a plenary session and a Senior Leader Seminar on 31 January that discussed the program's plan, issues and recommendations, indicators of failure, and unfunded requirements. MDART successfully met its objectives of integrating test and evaluation programs across the sites, refining the test bed plans, and providing documentation and analysis of test bed issues.

ARMY-AIR FORCE WARFIGHTER

by LTC Brian Jones

Operations and Gaming Division

On behalf of the Chief of Staff of the Army, Carlisle Barracks and the Center for Strategic Leadership hosted the 2003 Army-Air Force Warfighter Talks from 13-15 January 2003. The Warfighter Talks are held semi-annually between the services to discuss topics of mutual importance, with each service hosting one of the conferences each year. The anticipated result of these talks is an increased level of understanding between the senior leaders of the two services on current operations and emerging doctrine. The agenda included a social the first evening at the Letort View Community Center, conferences in Collins Hall with a dinner at the Allenberry Resort and Conference Center on the second day, and concluded with conferences in Collins Hall until 1200 hours on the final day. The Army participants met in separate conferences both before and after the scheduled Warfighter Talks to discuss Army-specific items.

General Officers in attendance included Generals Shinseki, Keane, Kern, Ellis, Byrnes, Hill, and Bell, Lieutenant General Cody, and Major General Huntoon for the Army; and Generals Jumper, Fogelsong, Handy, Holland, Hornburg, Lord, Lyles, Martin, Cook, Lieutenant Generals McNabb and Keys, and Major General (S) Gould for the Air Force. Numerous other General Officer and Senior Executive Service members came to present briefings to the attendees.

Dinner the first evening included a presentation by Dr. Stephen Biddle entitled, Afghanistan and the Future of Warfare: Implications for the Army and

Defense Policy. The subjects discussed over the next two days included, The Air Force Vision, Integrated Joint Unmanned Aerial Vehicle Development, Apache Deep Strike Integration, Joint Capstone Concept, Global Mobility Task Force Base Seizure/Opening, Interim (Styrker Brigade Combat Team) and Objective Force Lift, Short Range Air Defense (SHORAD) for Expeditionary Forces, and Joint Close Air Support (JCAS).

The next Army-hosted Army-Air Force Warfighter talks are tentatively scheduled to occur in the fall.

ARMY WAR COLLEGE PROFESSORS WIN INTERNATIONAL AWARD

by Prof. William Cleckner and LTC (P)

Christopher Fowler

Science and Technology Division

A US Army War College Professor recently accepted the 2002 "Innovative Application" Award for the paper "Development and Deployment of a Disciple Agent for Center of Gravity Analysis" at the Fourteenth Annual

Conference on Innovative Applications of Artificial Intelligence (IAAI-2002) at Edmonton, Alberta, Canada. This award is given annually by the American Association for Artificial Intelligence to recognize papers that describe "deployed applications with measurable benefits."

The Disciple-RKF/COG instructable agent is used in a sequence of two elective courses taught annually at the US Army War College. In the first course, "Case Studies in Center of Gravity Analysis," the students become familiar with Disciple-RKF/COG as end-users, employing the tool as a decision support aid for learning about center of gravity analysis. When asked about the impact of Disciple on this course, the primary instructor, USAWC's Doctor Jerome Comello, said that "the introduction of the Disciple program has increased its rigor, raised our analytical efforts to a higher level, and increased student participation." In the second course, "Military Applications of Artificial Intelligence," the students, as subject matter experts, actually teach their own problem-solving processes for center of gravity analysis to the Disciple-RKF/COG. The Disciple guides the student to identify, study, and describe the aspects of a relevant campaign



(such as the U.S. intervention in Panama in 1989) and incorporates the students input into the programs analytical model. All the student's answers and interaction with Disciple are in natural language and not in any computer code.

Over the last four years, with support from Defense Advanced Research Projects Agency (DARPA), Air Force Office of Scientific Research (AFOSR), and the U.S. Army, a team from the George Mason University Learning Agents Laboratory (LALAB) and the Center for Strategic Leadership has conducted basic and experimental research on the development of instructable agents for strategic center of gravity analysis. Disciple-RKF/COG is the product of those efforts. As one of the American Association for Artificial Intelligence reviewers remarked, "This is a unique and important military application—a tool for performing Center of Gravity analysis for strategic operations. The underlying technology is a shell for building instructable agents."

Professor Gheorghe Tecuci, US Army War College Visiting Professor of Artificial Intelligence, accepted the award on behalf of all the research participants. His co-authors and award recipients are Mihai Boicu, Dorin Marcu, Bogdan Stanescu, and Cristina Boicu, all from the Learning Agents Laboratory at George Mason University, and Dr. Jerome Comello, Antonio Lopez, Major James Donlon, and Professor William Cleckner, from the U.S. Army War College.

One of the most difficult problems that senior military leaders face at the strategic level of war is the determination of friendly and enemy centers of gravity. Correctly identifying the centers of gravity of the opposing forces is of highest importance in any conflict. Therefore, center of gravity determination and analysis in campaign

planning is an integral part of the curriculum at the Army's senior service college.



UNITED KINGDOM-US DEFENSE INDUSTRY SEMINAR

By Professor Bernard F. Griffard

Joint and Multinational Issues Branch

The Army War College and CSL were represented by Professor Bernard Griffard at a United Kingdom-United States Defense Industry seminar conducted at the Sheraton Premiere Hotel, Vienna, Virginia from February 23 to 25, 2003.

The seminar, titled "Transatlantic Defense Cooperation: The New Environment," cosponsored by the Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)), the National Defense Industrial Association (NDIA), and the British Defence Manufacturers Association (DMA), brought together high-level British and American government acquisition policy officials and private sector companies to discuss issues common to all parties. The seminar keynote duties were shared between the Honorable Edward C. "Pete" Aldridge, USD (AT&L), and his British opposite number, Lord "Willy" Bach of Lutterworth, Undersecretary of State and Minister of Defense Procurement, United Kingdom Ministry of Defense. Both speakers identified best value, the technology base, and market access as the principal concerns of national acquisition policies.

Mr. Aldridge stressed that U.S. acquisition policies were not aimed at building a "Fortress America." When operating in the international defense milieu, the United States must balance improvement in national security against the risk of illegal technology transfer. In most cases the improvement to national security should outweigh the risk. Though foreign partnerships are the most common vehicle for sharing U.S. procurement dollars with off-shore companies, Mr. Aldridge emphasized that the United States views them as a means to an end, rather than an end in themselves. Mr. Aldridge also questioned the efficacy of the European Union's programs to pursue a competing global positioning system (GPS) and a separate airlifter that appear to be based solely on the desire to buy a European product.

Lord Bach admitted that the United States was a hard market for British companies to crack, but stressed that United Kingdom-US dissimilarities in the defense procurement arena were differences of emphasis vice differences of opinion. He emphasized that national industries have evolved into public competition companies with international footprints. A point of contention was the treatment of foreign-owned companies. All defense businesses that offer value (jobs, taxes, etc.) and have offices in the United Kingdom, no matter their ownership, are treated as British companies with regards to competition for contracts. Lord Bach made it clear that the United Kingdom would like to see the United States level the playing field by treating British-owned companies operating in America in the same fashion.

Throughout the remainder of the seminar, mixed UK-US panels addressed the issues of Managing Defense Procurement, Globalization and Transatlantic Defense Cooperation, and Competing in the Transatlantic Marketplace.

This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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